

Succeed Report

Operations Manager

Completed Assessment for: Green Cross Health CFO
 on 4/16/2019



2.4
 POOR

Top 3 Competencies

3.1

Resilience

The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

3.0

Developing Leaders

The extent to which one develops leaders through daily coaching and intentional growth opportunities.

2.7

Compelling Communication

The extent to which one engages others and inspires action through communication.

Key Insights

Job Match



2.4

POOR

COMPETENCY MATCH

A measure of behavioral traits and their impact on the key competencies for the role

COMPELLING COMMUNICATION



The Definition

The extent to which one engages others and inspires action through communication.

MAKING SOUND DECISIONS



The Definition

The extent to which one makes sound decisions in a timely and confident manner.

DEVELOPING LEADERS



The Definition

The extent to which one develops leaders through daily coaching and intentional growth opportunities.

LEADING OTHERS



The Definition

The extent to which one promotes individual and team performance by setting expectations, delegating and providing adequate resources.

OPERATIONAL PLANNING AND PRIORITIZATION



The Definition

The extent to which one develops action plan for implementing strategic goals of the business; prioritizes areas of operational focus.

RELATIONSHIP MANAGEMENT



The Definition

The extent to which one builds and maintains meaningful and positive connections with others inside or outside of the organization.



The Definition

The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

COMPELLING COMMUNICATION



The extent to which one engages others and inspires action through communication.

- Assertiveness - Likely prefers leading conversations and may not always spend the necessary time listening to the concerns or suggestions of others involved.
- Criticism Tolerance - Is likely attuned to subtle feedback and is likely to pick up on the intent of communications from others.
- Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.
- Multitasking - May become distracted and not fully pay attention when communicating with others.
- Positive View of People - Balances trust with skepticism; should be able to communicate effectively in both positive and difficult interactions with others.
- Sociability - May have difficulty establishing rapport with others, and may be perceived as unapproachable.
- Social Restraint - May freely share information and struggle with social cues, which could impact effectiveness of communication.

Assertiveness



The Definition

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

Key Insight Narrative

Assertiveness - Likely prefers leading conversations and may not always spend the necessary time listening to the concerns or suggestions of others involved.

Criticism Tolerance



The Definition

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

Key Insight Narrative

Criticism Tolerance - Is likely attuned to subtle feedback and is likely to pick up on the intent of communications from others.

Interpersonal Insight



The Definition

The extent to which individuals are aware of or "tuned in" to others' feelings, motivations, and behaviors.

Key Insight Narrative

Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.

Multitasking



The Definition

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

Key Insight Narrative

Multitasking - May become distracted and not fully pay attention when communicating with others.



The Definition

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

Key Insight Narrative

Positive View of People - Balances trust with skepticism; should be able to communicate effectively in both positive and difficult interactions with others.

Sociability



The Definition

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

Key Insight Narrative

Sociability - May have difficulty establishing rapport with others, and may be perceived as unapproachable.

Social Restraint



The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

Key Insight Narrative

Social Restraint - May freely share information and struggle with social cues, which could impact effectiveness of communication.

MAKING SOUND DECISIONS



The extent to which one makes sound decisions in a timely and confident manner.

- Cautious Thinking - May take unnecessary risks when making decisions.
- Criticism Tolerance - May appear sensitive or defensive when decisions are questioned.
- Detail Interest - May fail to consider details before making decisions.
- Follow Through - May not follow up with key stakeholders to ensure alignment when making decisions.
- Objective Thinking - Should balance facts with intuition before drawing conclusions.
- Realistic Thinking - May overemphasize possibilities that sound good in theory but are impractical in reality.
- Reflective Thinking - May miss extenuating circumstances or long-term consequences of decisions by not probing beyond surface issues.
- Work Intensity - Prefers a fast work pace; should appreciate the value of making sound decisions quickly to move the business forward.

Cautious Thinking



The Definition

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

Key Insight Narrative

Cautious Thinking - May take unnecessary risks when making decisions.

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Detail Interest



The Definition

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

Key Insight Narrative

Detail Interest - May fail to consider details before making decisions.

Follow Through



The Definition

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

Key Insight Narrative

Follow Through - May not follow up with key stakeholders to ensure alignment when making decisions.

Objective Thinking



The Definition

The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

Key Insight Narrative

Objective Thinking - Should balance facts with intuition before drawing conclusions.

Realistic Thinking



The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

Key Insight Narrative

Realistic Thinking - May overemphasize possibilities that sound good in theory but are impractical in reality.

Reflective Thinking



The Definition

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

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Reflective Thinking - May miss extenuating circumstances or long-term consequences of decisions by not probing beyond surface issues.

Work Intensity



The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Key Insight Narrative

Work Intensity - Prefers a fast work pace; should appreciate the value of making sound decisions quickly to move the business forward.



The extent to which one develops leaders through daily coaching and intentional growth opportunities.

- Criticism Tolerance - Is likely to deliver criticism in a sympathetic and sensitive manner.
- Multitasking - May be too preoccupied with competing demands to devote time to coaching others.
- Optimism - May focus too much on setbacks when providing feedback, rather than emphasizing solutions or lessons learned to facilitate growth.
- Positive View of People - Has a cautious view of others; may take a more skeptical approach in development, and may underestimate the accomplishments or potential of others.
- Realistic Thinking - May set unrealistic or overly challenging development goals for others.
- Sociability - May not invest the time to establish rapport with coworkers, which may impact the ability to coach team members effectively.
- Work Intensity - Is likely to demonstrate a quick pace; should make productive use of time and allocate effort to coaching and developing others.

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LEADING OTHERS



The extent to which one promotes individual and team performance by setting expectations, delegating and providing adequate resources.

- Accommodation - Is likely comfortable challenging others, which may be perceived as uncaring or overly competitive.
- Assertiveness - May have difficulty listening to others or may be overly directive when leading the team.
- Criticism Tolerance - May be overly sensitive to feedback and get defensive rather than adjusting to the needs of the team.
- Follow Through - May, at times, be less inclined to follow up with others to ensure projects are completed.
- Process-Focused - Less likely to organize or plan ahead which has the potential to lead others astray on unimportant or lower priority projects.
- Realistic Thinking - May, at times, be unrealistic when setting goals and may underestimate the time or resources required.
- Social Restraint - May be overly expressive or informal with the team, making it difficult to set boundaries or hold others accountable.
- Work Independence - Should be able to delegate appropriately and drive initiatives independently when needed.
- Work Intensity - Demonstrates a solid work pace and will lead the team to achieve team goals with a sufficient sense of urgency.

Accommodation



The Definition

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

Key Insight Narrative

Accommodation - Is likely comfortable challenging others, which may be perceived as uncaring or overly competitive.

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Follow Through



The Definition

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

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Follow Through - May, at times, be less inclined to follow up with others to ensure projects are completed.

Process-Focused



The Definition

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

Key Insight Narrative

Process-Focused - Less likely to organize or plan ahead which has the potential to lead others astray on unimportant or lower priority projects.

Realistic Thinking



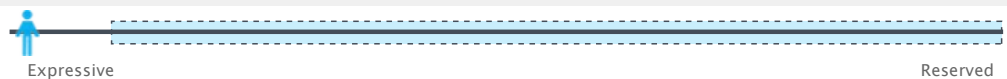
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Social Restraint



The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

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Social Restraint - May be overly expressive or informal with the team, making it difficult to set boundaries or hold others accountable.

Work Independence



The Definition

The extent to which individuals prefer to rely on themselves as opposed to a preference for collaborating and seeking support from others.

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Work Independence - Should be able to delegate appropriately and drive initiatives independently when needed.

Work Intensity



The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Key Insight Narrative

Work Intensity - Demonstrates a solid work pace and will lead the team to achieve team goals with a sufficient sense of urgency.

OPERATIONAL PLANNING AND PRIORITIZATION



The extent to which one develops action plan for implementing strategic goals of the business; prioritizes areas of operational focus.

- Cautious Thinking - Will likely develop plans that are neither overly conservative nor too risky.
- Detail Interest - May overlook details when putting plans in place.
- Follow Through - Should be capable of switching priorities if necessary when planning; is not likely to waste time completing unimportant tasks.
- Multitasking - May become bored or distracted when having to organize and plan ahead.
- Process-Focused - Is not likely to prioritize planning or organizing and may be perceived as unprepared.
- Realistic Thinking - May focus on how things could be or should be rather than on practical considerations during the planning process.
- Work Intensity - Should be comfortable maintaining an intense pace to achieve objectives and will strive to produce more than expected.

Cautious Thinking



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The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

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RELATIONSHIP MANAGEMENT



The extent to which one builds and maintains meaningful and positive connections with others inside or outside of the organization.

- Accommodation - Is likely to be overly concerned with personal goals and objectives, even when collaboration would be more appropriate.
- Criticism Tolerance - Should generally be able to interact with others without becoming excessively defensive or sensitive.
- Optimism - May convey a pessimistic or negative outlook, inhibiting the development of meaningful business relationships.
- Sociability - May avoid social situations which will likely inhibit building relationships.
- Social Restraint - Is likely to be expressive and will be perceived as genuine, which may facilitate relationship building.

Accommodation



The Definition

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal

needs.

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The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

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RESILIENCE



The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

- Accommodation - Should be comfortable letting others know when they are overloaded; is unlikely to overcommit to deadlines.
- Criticism Tolerance - May tend to take feedback personally; may not recover quickly from criticism.
- Optimism - May be overwhelmed by challenging situations and may worry unnecessarily.
- Realistic Thinking - Tends to be idealistic and impractical in managing stress.
- Reflective Thinking - Is likely to resolve issues without identifying and understanding the root cause.
- Social Restraint - Is likely to express frustration appropriately and vent in a healthy manner.

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Reflective Thinking



The Definition

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

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Social Restraint



The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

Key Insight Narrative

Social Restraint - Is likely to express frustration appropriately and vent in a healthy manner.

Tell me about a time when you had a miscommunication with someone. What happened? How did you become aware of the miscommunication? What was the final outcome?

ANSWER:

MAKING SOUND DECISIONS

Describe a time when you had an important decision to make, but had several alternatives to choose from. What criteria went into your decision? What was the result?

ANSWER:

Tell me about a time when you implemented a solution to a problem and then discovered later that the problem was not fixed. What actions did you take? What was the result?

ANSWER:

DEVELOPING LEADERS

Tell me about a time when you acted as a mentor or coach to someone. How did you influence that person, and what improvements did you see in that person's knowledge or skills? What, if anything, did you gain from the relationship?

ANSWER:

Tell me what things you have done in the past to ensure people who worked for you were given the resources and opportunities to grow. How did you decide which employees received which growth or development opportunities?

ANSWER:

LEADING OTHERS

Walk me through your most significant experiences in leading people. Tell me about the type of work your group or team did, how many people you managed, and how you assigned work and organized the group to get the job done.

ANSWER:

Eventually, every leader is faced with a crisis situation involving a significant business issue or interpersonal conflict that must be resolved. Tell me about two of your most significant leadership crises, and how you addressed them.

ANSWER:

OPERATIONAL PLANNING AND PRIORITIZATION

Tell me about a large-scale operational goal you were responsible for achieving. How did you plan for the execution of that goal? What strategies or methods did you use to ensure the goal was achieved?

ANSWER:

Describe a time when you had to manage several projects at a given time. What was the overall project? How did you manage your time, resources, and the time of others? What was the outcome of your management?

ANSWER:

RELATIONSHIP MANAGEMENT

Give me several examples of important business relationships you have developed with people from other parts of your organization or with people outside the organization that have helped you to meet your business objectives.

ANSWER:

What is your strategy for developing business relationships? How do you go about developing these relationships? What do you do to sustain and maintain them over time?

ANSWER:

RESILIENCE

Describe a stressful situation at work that you experienced. What was the situation? How did you react to it? How did this impact your work performance?

ANSWER:

Tell me about the last significant setback you had at work. What was the situation? What happened? How did you react?

ANSWER:

FOLLOW-UPS

For the following competency(ies): **Leading Others, Relationship Management**, the individual scored **below** the match area for Accommodation.

Tell me about a time when you had to respond to a request that seemed unreasonable. What was the request? How did you respond?

(Listen for an attempt to meet the need to the best of their ability.)

For the following competency(ies): **Compelling Communication, Leading Others**, the individual scored **above** the match area for Assertiveness.

When you are working as part of a team, what is your style in interacting with others? Do you try to 'go with the flow' or take the lead? How do you think your approach impacts the team dynamics? Have you received any positive or constructive feedback on your interpersonal style?

(Listen for an ability to get along smoothly with others, and to exert influence without coming across as a poor listener.)

For the following competency(ies): **Making Sound Decisions**, the individual scored **below** the match area for Cautious Thinking. Tell me about a time when you took a risk at work and it paid off. What about a time when you took a risk that you later regretted? How did those experiences influence your approach to decisions going forward?

(Listen for indications of wisdom and maturity in the individual's decision-making process.)

For the following competency(ies): **Leading Others, Making Sound Decisions, Resilience**, the individual scored **below** the match area for Criticism Tolerance.

Tell me about a past situation in which you felt criticized by a supervisor, coworker or group leader. What were the circumstances? How did you respond?

(Listen for sensitivity or defensiveness to criticism.)

For the following competency(ies): **Making Sound Decisions, Operational Planning and Prioritization**, the individual scored **below** the match area for Detail Interest.

Tell me how you feel about working with details. Give me examples from your previous jobs of details you think were important and others you thought were unimportant. How did you decide which to pay attention to?

(Listen for a tendency to overlook or avoid the tedious or mundane details that may be important for the role.)

For the following competency(ies): **Leading Others, Making Sound Decisions**, the individual scored **below** the match area for Follow Through.

Tell me about a time when you were not able to complete a project on time. What was the situation? What did you do? What was the outcome?

(Listen for a tendency to miss deadlines and not hold self/others accountable.)

For the following competency(ies): **Compelling Communication, Developing Leaders, Operational Planning and Prioritization**, the individual scored **above** the match area for Multitasking.

What type of work do you like? Do you like variety or consistency? Would you rather focus on one task or do several at the same time?

(Listen for a tendency to become easily bored or uninterested in the work.)

For the following competency(ies): **Developing Leaders, Relationship Management, Resilience**, the individual scored **below** the match area for Optimism.

Describe a situation in which you were frustrated by the obstacles you faced when trying to achieve an important goal at work. What caused the frustration? How did you handle it?

(Listen for an ability to persist in the face of difficulty and not let negative thoughts impact work performance.)

For the following competency(ies): **Developing Leaders**, the individual scored **below** the match area for Positive View of People.

What is your general approach in building work relationships with others? Are you inclined to give people the benefit of the doubt or develop relationships very slowly over time, where you gradually come to trust someone? What work experiences have led to this point of view?

(Listen for a tendency to be skeptical or suspicious of others, rather than trusting and being open to others.)

For the following competency(ies): **Leading Others, Operational Planning and Prioritization**, the individual scored **below** the match area for Process-Focused.

Describe a situation that illustrates the kind of techniques that you use to stay organized and focused in your own work.

(Listen for an ability to keep work organized.)

For the following competency(ies): **Developing Leaders, Leading Others, Making Sound Decisions, Operational Planning and Prioritization, Resilience**, the individual scored **below** the match area for Realistic Thinking.

Tell me about a time when you came up with a great idea, but it was met with resistance or did not turn out to be successful once implemented. What was the idea? Why do you think it went the way it did?

(Listen for a tendency to be a dreamer rather than a practical thinker. Do they come up with ideas that are not practical or are too far-flung to be implemented?)

For the following competency(ies): **Making Sound Decisions, Resilience**, the individual scored **below** the match area for Reflective Thinking. Tell me about a time when you failed to recognize or see the long-term impact of a decision. What happened? What was the result?

(Listen for an ability to consider the long-term effects of a decision.)

For the following competency(ies): **Compelling Communication, Developing Leaders, Relationship Management**, the individual scored **below** the match area for Sociability.

Tell me about work situations where it is easy for you to initiate conversation with people and those where it is difficult. What makes these situations different? How does this impact your approach to interacting with others?

(Listen for the ability to engage others socially when needed.)

For the following competency(ies): **Compelling Communication, Leading Others**, the individual scored **below** the match area for Social Restraint.

In your past jobs, tell me about situations when you became angry or upset with another person. What upset you? How did you respond? What was the result?

(Listen for the self-discipline to handle the situation tactfully and appropriately.)